



April 24, 2023

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# Committee on Citywide Workforce Alignment

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San Francisco Office of Economic and Workforce Development  
[www.oewd.org](http://www.oewd.org)

# Committee on Citywide Workforce Alignment (CCWA)

## 2020 Economic Recovery Task Force Report

- *"The Alignment Committee shall coordinate Workforce Development Services across City departments in order to **increase their effectiveness**...also shall establish a shared approach to Workforce Development Services that leads to **measurable system success**"*
- *"...establish a **comprehensive workforce development strategy**, centralize the **coordination of workforce development programs**, and establish **one point of information and entry** for all of the City's workforce development programs...promote hiring of **Black, indigenous, and people of color (BIPOC)** and other vulnerable community members"*

**2.1 Centralize the City's workforce development programs**

**Issue:** The City of San Francisco currently implements 292 unique workforce development programs administered by 17 departments. These programs target a range of participants and run the gamut from light touch services focused on job readiness to intensive trainings to temporary placement in apprenticeships and paid work experiences. Chapter 30 of the Administrative Code established a Committee on Citywide Workforce Alignment in 2014, designating OEWD as responsible for tracking information about these programs and chairing the Committee, however the Committee sunset in 2019. The decentralized nature of these programs creates significant challenges for delivering effective workforce development services and facilitating access to appropriate services. Vulnerable communities, particularly communities of color, who have the least exposure to strong career pathways, face the most systemic impediments to accessing quality job opportunities. They have the least access to the time, technology, networks, and resources necessary to navigate a decentralized system. Systemic strain from COVID-19 will likely exacerbate existing limitations.

**Recommendation:** The City should re-constitute the Committee on Citywide Workforce Alignment to establish a comprehensive workforce development strategy, centralize the coordination of workforce development programs, and establish one point of information and entry for all of the City's workforce development programs. If state law changes to allow it, that strategy could include racial and gender considerations in public employment to promote hiring of Black, indigenous, and people of color (BIPOC) and other vulnerable community members.

**2.2 Provide culturally competent, accessible job training with career connections for marginalized and laid-off workers, particularly ACHE sector workers**

**Issue:** The unemployment impacts of COVID-19 have had an especially big impact on San Francisco's lower-income workers and those just entering the workforce, age 16 to 24. The ACHE sectors are expected to have a slower economic recovery than other sectors, leaving many workers without an opportunity to return to their job and/or industry in the near future. These sectors disproportionately employ women, people of color, and immigrants, and these jobseekers will need to connect to opportunities in different industries that may require new skills. Existing sector training and job

**DREAM KEEPER INITIATIVE**

First year of investments will support:

Youth Development and Education (\$3.6 million)	Guaranteed Income (\$7 million)
Arts and Culture (\$2.1 million)	Culturally Affirming Spaces (\$2 million)
Accountability and Systems Change (\$6.6 million)	Business and Entrepreneur Support (\$3 million)
City Employment Pipelines (\$4.8 million)	Health and Wellbeing (\$14.9 million)
Workforce Training and Development (\$6 million)	Housing and Homeownership (\$10 million)

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# 2014 Workforce Alignment Ordinance (Chiu)

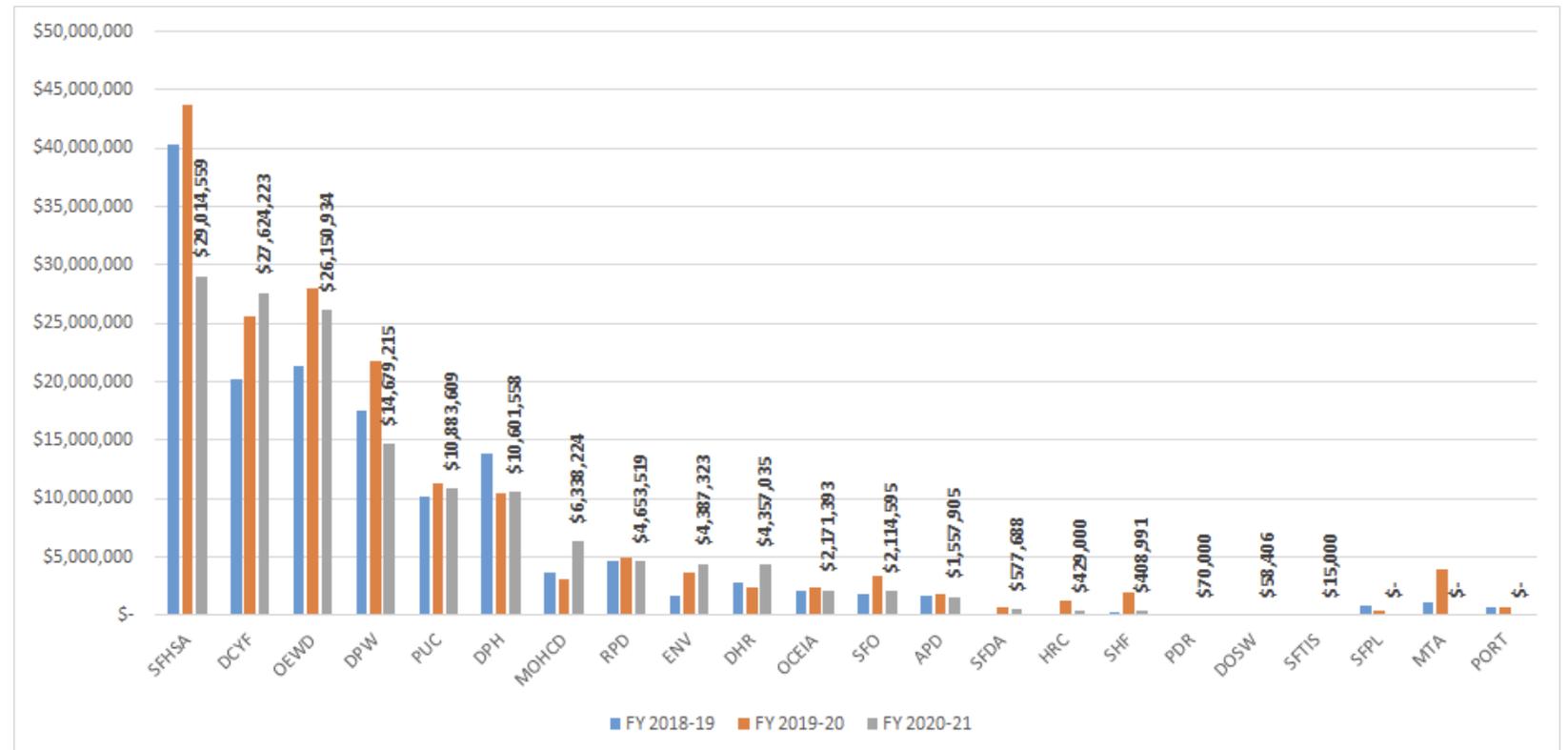
## Original Goals and Objectives

- **\$70 million** invested in workforce development programs
- **15** City department funders
- **No** coordinated City programming
- **No** definitions and standards
- **No** oversight or central policy body
- **No** sector strategy or market analysis
- **No** results-based accountability



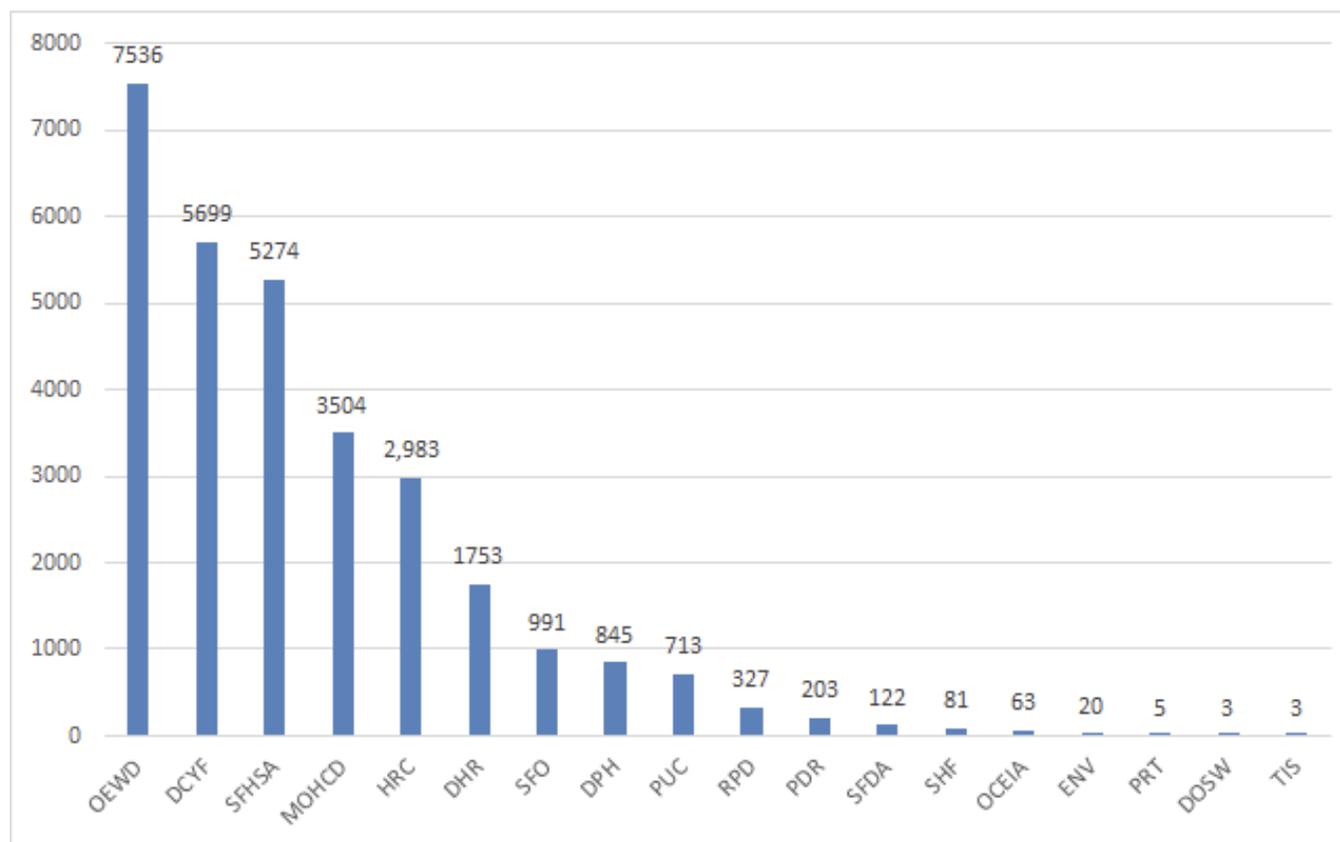
# FY 20-21 Workforce Inventory Summary

- **21 of 24** Participating Departments
- **\$143 Million** Invested
  - \$84.3m Contracted Services
  - \$30.1m Wages/Stipends
  - \$26.5m In-House Staff
  - \$2.7m Administrative
- **Funding Sources**
  - \$49.8m General Fund
  - \$26.2m Enterprise
  - \$16.1m Federal
  - \$23.3m Other Local
  - \$12.5m State
  - \$15.1m unassigned



# FY 20-21 Workforce Inventory Summary (Cont'd)

- **262** Programs
- **299** Service Provider Contracts
- **143** Unique Service Providers
- **30,125** “Unique Clients by Department”
- Over **52,000** Program Enrollments
- Over **9,000** Training Completions
- Over **12,000** Job Placements
- Most City Workforce Contracts:
  - Young Community Developers (6)
  - Community Youth Center (5)



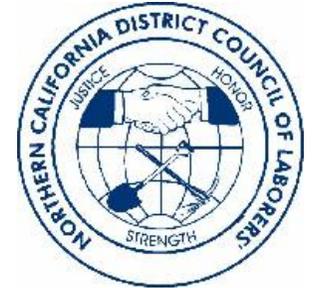
# 2022 Workforce Alignment Ordinance (Walton)

## Alignment 2.0 Revisions and Plans

- **Public body** with City, labor, and community representation
- Integrate Citywide **racial equity policy goals** and benchmarking goals
- Define "**workforce development**" and adopt uniformly
- Achieve **client de-duplication** and evaluate **program-level data** to increase effectiveness for measurable success
- Coordinate resources and decision-making in line with **sector strategy and demand-side analysis**



# Committee Members





SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



**DISCUSSION**

